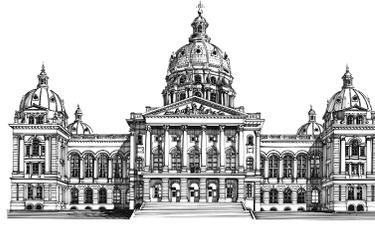

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State Capitol
Des Moines, IA 50319
September 5, 2002

State Vehicle Fleet

ISSUE

This *Issue Review* provides an analysis of the State Vehicle Fleet, including under-utilization of vehicles, assignment policies of the Department of General Services' (DGS) Fleet and Mail Division, and potential efficiencies.

AFFECTED AGENCIES

All State government departments

CODE AUTHORITY

Sections 18.115 – 18.121, Code of Iowa
Section 70A.28, Code of Iowa
401-11.4(18), Iowa Administrative Code

BACKGROUND

The General Assembly vested authority in the Governor to assign all State-owned vehicles on July 1, 1939, and a State Car Dispatcher was appointed to control State-owned vehicles. In 1941, the General Assembly added maintenance of the State vehicle fleet to the duties of the Car Dispatcher. In 1972, the DGS was created by the General Assembly, and the Vehicle Dispatcher Division was included in the new Department. The Director of the DGS appoints the Dispatcher.

During the 1998 Legislative Session, the title of State Car Dispatcher was changed to State Fleet Administrator, and the title of Vehicle Dispatcher Division was changed to the Fleet and Mail Division.

The DGS, Fleet and Mail Division, has the authority to assign all State vehicles, except for vehicles administered by the Department of Transportation (DOT), the Board of Regents, and the Department for the Blind.

The average number of active vehicles in the State fleet has increased by 11.8% over the past five years. The average number of vehicles was 2,308 in FY 1997 and 2,616 in FY 2002.

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CURRENT SITUATION

The number of vehicles controlled by the Fleet and Mail Division fluctuates as vehicles are sold at auction, sent in for repairs, and exchanged with other departments on a continual basis. At the end of FY 2002, there was an inventory of 2,630 vehicles in the Division's fleet, of which 55.0% were outside Polk County. Of these, 281 had been turned in for auction, 245 were unassigned, and 47 had been turned in for repair or salvage.

In FY 2002, a total of 45.3 million miles were driven using State vehicles.

Attachment A provides an overview of the total number of vehicles assigned to each agency, the average estimated usage miles for each vehicle for FY 2002, the number of vehicles projected to attain less than 5,000 miles, and the percentage of underutilized vehicles assigned. Fleet information for State agencies exempt from the State Vehicle Fleet, the DOT and the Regents, are shown in **Attachments B** and **C**, respectively. **Attachment D** provides the Fleet and Mail Division's total operation costs for the past six years. The Department for the Blind is exempt from the State fleet, but voluntarily provides fleet information to the State Fleet Administrator each month, which is also included in **Attachments A** and **D**.

While State government has continued to downsize, the number of vehicles in the State fleet has increased. The number of miles driven in FY 2002 decreased by 9.1% compared to FY 2001 (see **Attachment D**).

The value of the State's fleet, which currently consists of 2,630 vehicles, is \$16.9 million. Total maintenance costs, including fuel, maintenance, and accident costs, were \$4.0 million in FY 2002. Total non-maintenance costs, including depreciation, insurance, and overhead, were \$7.0 million in FY 2002 (see **Attachment D** for details).

Underutilized Vehicles

Vehicles are considered underutilized when they accumulate less than 10,000 miles per year. A large proportion of vehicles are assigned to departments and used as maintenance or service vehicles at various institutions, such as the Department of Human Services (DHS) or Department of Corrections (DOC). These vehicles are primarily trucks used for buildings and grounds maintenance, the delivery of laundry, or are one of several vehicles that do not accumulate more than 10,000 miles annually since they remain on campus and are used to transport clients.

The State Auditor's Office conducted an analysis of underutilized vehicles at the end of FY 1992. No action was taken since the use was deemed essential to the operation of the departments.

Vehicles Assignments

The Fleet and Mail Division has determined the lowest cost per mile for all vehicles classified one ton and under is achieved when these vehicles are sold at 98,000 miles and are six-years-old or less. Maintenance and special purpose vehicles not meeting this criterion are replaced with pre-owned vehicles on a two- or three-year replacement cycle.

The Division analyzed the operational costs of the State's passenger fleet for FY 2002. The Division determined the break-even miles, based upon an employee reimbursement rate of \$0.29 per mile, required to justify vehicle acquisition and retention, as depicted in the following table.

<u>Sedan Classification</u>	<u>Miles Per Year</u>	<u>Wagon Classification</u>	<u>Miles Per Year</u>
Compact	15,500	Compact	16,500
Mid-Size	17,500	Mid-Size	25,500
Full Size	21,500	Full Size	25,500

The State Fleet Administrator issued a new policy in 1997, that if agencies turn vehicles over to the Administrator that are older than 10 years or have more than 98,000 miles, they will automatically be assigned a used vehicle instead of a new one for replacement. Identified underutilized vehicles scheduled for replacement may be eliminated from the fleet.

Attachment F is a listing of the number of vehicles assigned in each county as listed with the Administrator. An agency may list a vehicle as being assigned to Polk County even if the vehicle is housed in another county.

Billing for Assigned and Motor Pool Vehicles

Billings for vehicle assignments and use of vehicles from the Motor Pool are done on a monthly basis and include the actual cost for operation and administrative costs. Rates are determined according to the size of vehicle used, and depreciation is also billed monthly to cover vehicle replacement expenditures. The monies are placed in the Vehicle Depreciation Fund until it is time to purchase new or used vehicles.

There was approximately \$4.1 million in the Fund on May 20, 2002. Funds were added to and expended from the Fund after that, including the following transfers. In FY 2002, SF 2304 (FY 2002 Budget Adjustment Act) transferred \$2.2 million from the Fund to the General Fund. For FY 2003, HF 2627 (FY 2003 Second Omnibus Act) transferred an additional \$2.2 million from the Fund to the General Fund.

Mileage Reimbursement

The reimbursement rate for the use of personal vehicles for State business travel varies according to circumstance. The State reimburses employees \$0.29 per business mile when a State vehicle is not available, and \$0.22 per mile, if a State vehicle is available and a personal vehicle is used.

According to Section 18.117, Code of Iowa, reimbursement rates are determined by the Director of the DGS and cannot exceed the maximum reimbursement allowable under the federal Internal Revenue Service rules per mile, which is currently \$0.34. The average per-mile operation cost incurred by the Division is \$0.22 per mile, which includes fuel, maintenance, depreciation, and insurance rates.

In FY 2002, \$3.5 million in mileage reimbursements was paid to State employees for 14.6 million miles driven (includes Judicial and Legislative Branch reimbursements). For FY 2002, the Division's maximum authorized mileage reimbursement for the use of personal vehicles was a maximum of 15,000 miles per employee. Claims in excess of this amount were not approved unless the Fleet and Mail Division granted an exemption.

Many times it is not possible for an employee to use a personal vehicle since specific equipment is needed, such as radios and cages to transport inmates, wheel chair lifts, and the capability to transport tools and other equipment.

Private Use of State Vehicles

Private use of State vehicles is prohibited in Section 18.117, Code of Iowa. The procedure followed by the State Fleet Administrator when a complaint is received regarding misuse of State vehicles is to contact the department director and request an investigation of the incident and a response. According to the Division, there are five to six complaints received per year.

The Division does not usually receive complaints regarding vehicles from the DOC, the Department of Natural Resources (DNR), the Department of Agriculture and Land Stewardship, or Iowa Public Television (IPTV) as those departments have their own insignias on vehicles so complaints are received directly by these departments.

Motor Pool

As of August 23, 2002, 183 vehicles were assigned to the Motor Pool, which are available to departments to conduct State business. The Motor Pool attempts to issue the most efficient and practical vehicle for the number of passengers, cargo, and the type of assignment. According to Section 18.115(4)(a), Code of Iowa, the Division is required to have a uniform standard for assigning vehicles to maximize the average passenger miles per gallon of motor vehicle fuel consumed. The guidelines are defined in 401-11.4(18), Iowa Administrative Code.

Motor vehicle rental rates are classified into daily or monthly assignments. Daily rates range from \$0.2250 for compact sedans to \$0.3500 for a 15-passenger van, while monthly rates range from \$0.2375 to \$0.3625. The rates are for each mile driven.

The number of vehicles in the Motor Pool is set to handle normal daily vehicle demand. When a vehicle request cannot be honored with a State vehicle, the Division has a contract with a local firm to provide vehicles to State agencies.

COST ANALYSIS FOR OUTSOURCING FLEET MANAGEMENT

In May 2002, the DGS requested cost information from Enterprise Rent-A-Car. The following table provides information for Enterprise and the DGS, Fleet and Mail Division.

Car Type	Daily*		Weekly**		Monthly***	
	DGS	Enterprise	DGS	Enterprise	DGS	Enterprise
Compact	\$20.25	\$26.00	\$101.25	\$156.00	\$271.70	\$624.00
Mid-Size	21.15	27.00	105.75	162.00	283.14	648.00
Full Size	23.63	29.00	118.13	174.00	314.60	698.00
Premium	N/A	34.00	N/A	204.00	N/A	816.00
Mini-Van	25.88	49.00	129.38	294.00	343.20	1,050.00
15 Passenger Van	31.50	80.00	157.50	360.00	414.70	1,050.00
Sport Utility	N/A	49.00	N/A	294.00	N/A	1,050.00
Specialty/Trucks	30.60	59.95	153.00	399.00	403.26	1,287.00

- * DGS Daily price is for 90 miles per day. The daily minimum required by the DGS is 50 miles. Price includes insurance and fuel.
- Enterprise Daily price is a flat fee and includes insurance and one tank of fuel.
- ** DGS Price includes 450 miles (90 miles per day multiplied by five days per week) multiplied by the reimbursement rate.
- Enterprise Weekly price is a flat fee and includes insurance and one tank of fuel for seven days.
- *** DGS Derived from 1,581,607 (total number of miles driven from Feb. 2001 to Jan. 2002), divided by 30,690 (total number of days vehicles were used during the one-year period), multiplied by 22 (working days per month), multiplied by the reimbursement rate. The monthly minimum required by the DGS is 1,000 miles per month. Price includes insurance and fuel.
- Enterprise Monthly price is a flat fee and includes insurance and one tank of fuel for one month.

In 1997, the Governor appointed a Task Force to analyze outsourcing the State's vehicle fleet. The consulting firm of David Griffith and Associates assessed various fleet management issues and prepared a report indicating the organization and structure for providing fleet services was fundamentally sound. No fundamental changes were recommended in the way the fleet was acquired and financed, managed, or maintained. Recommendations were made for enhancing the current fleet management system, and in December 1999, an interim report was issued to the DOM, which documented the progress of the initial recommendations. A summary of the progress is provided in Attachment E, and copies of the entire report are available upon request from the Legislative Fiscal Bureau (LFB).

Further information regarding the State Vehicle Fleet will be available in January 2003. House File 2627 (FY 2003 Second Omnibus Act) required the State Fleet Administrator to conduct a cost-benefit analysis of the utilization of State-owned vehicles. The Report is to be submitted to the General Assembly by January 13, 2003.

ALTERNATIVES

The following are alternatives to be considered for the State Vehicle Fleet:

- Coordinate usage of vehicles between institutions in the same locality (i.e., Corrections facility at Mt. Pleasant and the DHS facility at Mt. Pleasant). These institutions currently coordinate vehicle usage and share vehicles with the DOT facility in Mt. Pleasant if needed. Presently, no other agencies are coordinating vehicles.
- Add more E-85 fuel locations and purchase additional E-85 vehicles (vehicles that operate on 85.0% Ethanol) for the fleet. The Federal Clean Air Act of 1990 and the Energy Policy Act of 1992 require increasingly greater numbers of vehicles in large public sector fleets to operate on alternative fuels. Locations selling E-85 fuel in Iowa include seven retail stations, in addition to

eight State locations for which the State has purchased a contract. Obtaining E-85 fuel at the State facilities has two cost-savings benefits: (1) Fuel and oil are less expensive since they are purchased under State contract and (2) It is not necessary for the Fleet and Mail Division to request refunds for State and federal fuel taxes. The State's Vehicle Fleet currently has 390 E-85 vehicles in inventory.

BUDGET IMPACT

The sale of the 2,630 fleet vehicles could provide an estimated \$16.9 million in one-time revenue and eliminate approximately \$11.0 million in annual maintenance and other expenses, if sold in its entirety to a private leasing firm. Other methods of disposing of the fleet would reduce the amount received and the value of the fleet is decreasing since the fleet continues to incur additional mileage and the vehicles are not being replaced due to the transfer of funds from the Vehicle Depreciation Fund.

By selling the State fleet, two options remain for providing transportation for State business, including outsourcing to a private sector firm, or reimbursing employees for using personal vehicles. Given the cost estimates provided by Enterprise, the costs associated with driving State vehicles are lower for most lengths of travel. If significant length of travel occurs, however, a private firm is more cost-effective as these rates are a flat fee per day, week, and month.

It would cost approximately \$766,000 per year to lease 100 vehicles for 264 days per year each, at \$29.00 per day. It would cost approximately \$21.2 million per year to lease 2,530 vehicles each month for a year, at \$698 per month. It would cost approximately \$2.0 million for the purchase of fuel during long-term rentals. The total annual cost to lease 2,630 (the size of the current fleet) vehicles would be approximately \$24.0 million annually. It could cost less if the number of vehicles required was reduced or a better rate was obtained from a private leasing company.

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State Vehicle Fleet

<http://staffweb.legis.state.ia.us/lfb/ireview/ireview.htm>

LFB: IRMBM001.Doc/09/05/02/9:00 am

State of Iowa Vehicle Fleet
Administered by the Fleet Mail Division of the Department of General Services
As of June 30, 2002

ATTACHMENT A

Department	Division	End Miles for all vehicles	Total # Miles FY02	Vehicles assigned by MVD*	Turned in for auction or reassign- ment	Net assigned vehicles	Average ending odometer per vehicle	Average Miles per vehicle for FY02	Vehicles with less than 5,000 miles	Percentage of under-utilized vehicles
Agriculture		7,649,745	2,576,900	137	9	128	59,764	20,132	5	3.91%
Attorney General		492,594	161,881	9	1	8	61,574	20,235	0	0.00%
Dept. for the Blind		693,651	224,306	12	0	12	57,804	18,692	1	8.33%
Commerce	Alcoholic Beverages	502,939	184,002	9	0	9	55,882	20,445	0	0.00%
Insurance		54,257	24,119	2	0	2	27,129	12,060	0	0.00%
Utilities	Utilities	315,796	106,571	7	1	6	52,633	17,762	0	0.00%
Corrections	Central Office	672,398	247,140	11	0	11	61,127	22,467	0	0.00%
	Training Ctr.	144,862	25,852	2	0	2	72,431	12,926	0	0.00%
	Ft. Madison	1,795,173	353,984	30	1	29	61,903	12,206	9	31.03%
	Anamosa	1,545,669	169,659	21	0	21	73,603	8,079	10	47.62%
	Oakdale	938,339	262,519	16	0	16	58,646	16,407	6	37.50%
	Newton	1,965,277	428,825	32	4	28	70,188	15,315	9	32.14%
	Mt. Pleasant	1,947,322	182,810	28	0	28	69,547	6,529	19	67.86%
	Rockwell City	547,149	130,992	13	1	12	45,596	10,916	2	16.67%
	Clarinda	1,191,386	232,641	22	1	21	56,733	11,078	11	52.38%
	Mitchellville	966,616	183,428	14	0	14	69,044	13,102	4	28.57%
	Prison Industries	4,521,397	1,331,780	28	2	26	173,900	51,222	6	23.08%
	Farm Account	592,666	36,428	6	0	6	98,778	6,071	3	50.00%
	Fort Dodge	1,053,733	269,504	20	2	18	58,541	14,972	6	33.33%
Cultural Affairs		117,265	47,419	2	0	2	58,633	23,710	0	0.00%

*MVD = Motor Vehicle Division
Source: Department of General Services

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As of June 30, 2002

ATTACHMENT A

Department	Division	End Miles for all vehicles	Total # Miles FY02	Vehicles assigned by MVD	Turned in for auction or reassign- ment	Net assigned vehicles	Average ending odometer per vehicle	Average Miles per vehicle for FY02 through 6/30/02	Vehicles with less than 5,000 miles for FY02	Percentage of under-utilized vehicles
Economic Development		905,208	271,099	13	0	13	69,631	20,854	0	0.00%
Finance Authority		149,385	79,283	4	0	4	37,346	19,821	0	0.00%
Education	Central Office	372,545	168,738	12	2	10	37,255	16,874	0	0.00%
	Voc. Rehab	738,255	277,420	14	0	14	52,733	19,816	1	7.14%
	College Aid	18,882	6,301	1	0	1	18,882	6,301	0	0.00%
	Iowa Public TV	1,261,002	355,911	24	0	24	52,542	14,830	3	12.50%
Employment Services		1,441,392	438,292	31	5	26	55,438	16,857	2	7.69%
Iowa Telecommunicat ions		562,027	159,436	12	1	11	51,093	14,494	2	18.18%
General Services		978,882	40,352	22	0	22	44,495	1,834	21	95.45%
	Fed Surplus	765,085	71,039	6	0	6	127,514	11,840	4	66.67%
	Motor Pool	10,863,998	3,158,861	192	9	183	59,366	17,262	5	2.73%
	Printing	49,051	3,245	1	0	1	49,051	3,245	1	100.00%
Human Rights		256,684	31,574	2	0	2	128,342	15,787	0	0.00%
Human Services	Administra- tion	250,533	84,186	6	0	6	41,756	14,031	1	16.67%
	Community Service	7,380,137	2,425,109	141	4	137	53,870	17,702	3	2.19%
	Juvenile Home - Toledo	678,170	45,491	10	0	10	67,817	4,549	4	40.00%

*MVD = Motor Vehicle Division
Source: Department of General Services

State of Iowa Vehicle Fleet
Administered by the Fleet Mail Division of the Department of General Services
As of June 30, 2002

ATTACHMENT A

Department	Division	End Miles for all vehicles	Total # Miles FY02	Vehicles assigned by MVD	Turned in for auction or reassign- ment	Net assigned vehicles	Average ending odometer per vehicle	Average Miles per vehicle for FY02 through 6/30/02	Vehicles with less than 5,000 miles for FY02	Percentage of under-utilized vehicles
Human Services	Training School - Eldora	1,425,714	101,989	22	0	22	64,805	4,636	14	63.64%
	CUSO	22,808	11,363	1	0	1	22,808	11,363	0	0.00%
	Cherokee	1,147,967	218,516	19	0	19	60,419	11,501	11	57.89%
	Clarinda	248,553	70,340	6	0	6	41,426	11,723	1	16.67%
	Indepen- dence	1,192,513	119,701	21	2	19	62,764	6,300	12	63.16%
	Mt. Pleasant	317,001	46,901	6	0	6	52,834	7,817	2	33.33%
	Glenwood	3,485,524	408,799	62	2	60	58,092	6,813	33	55.00%
	Woodward	4,224,519	579,041	70	6	64	66,008	9,048	25	39.06%
Inspections		3,443,680	1,187,682	77	5	72	47,829	16,496	0	0.00%
Public Defender		69,320	29,192	1	0	1	69,320	29,192	0	0.00%
Racing		182,291	20,685	2	0	2	91,146	10,343	0	0.00%
Judicial		301,059	25,187	4	1	3	100,353	8,396	2	66.67%
Law Enforcement Academy		955,606	66,210	12	0	12	79,634	5,518	8	66.67%
Natural Resources		35,671,679	8,100,657	664	57	607	58,767	13,345	89	14.66%
Parole Board		63,565	3,587	1	0	1	63,565	3,587	1	100.00%
Personnel		28,099	13,136	1	0	1	28,099	13,136	0	0.00%
Public Defense		2,667,011	245,457	42	0	42	63,500	5,844	30	71.43%
Emergency Management		17,128	17,125	1	0	1	17,128	17,125	1	100.00%
Public Health		2,627,581	892,312	53	1	52	50,530	17,160	0	0.00%
Public Safety		42,611,084	13,856,516	727	53	674	63,221	20,559	56	8.31%

*MVD = Motor Vehicle Division
Source: Department of General Services

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As of June 30, 2002

ATTACHMENT A

Department	Division	End Miles for all vehicles	Total # Miles FY02	Vehicles assigned by MVD	Turned in for auction or reassign- ment	Net assigned vehicles	Average ending odometer per vehicle	Average Miles per vehicle for FY02 through 6/30/02	Vehicles with less than 5,000 miles for FY02	Percentage of under-utilized vehicles
Board of Regents		63,568	13,093	1	0	1	63,568	13,093	0	0.00%
Revenue & Finance	Operations	1,005,370	252,211	20	0	20	50,269	12,611	2	10.00%
	Lottery	2,306,433	1,164,449	58	4	54	42,712	21,564	2	3.70%
Veterans Affairs		1,372,029	364,798	20	0	20	68,601	18,240	5	25.00%
Total		159,829,572	42,606,044	2,803	174	2,629	3,677,982	845,830	432	

*MVD = Motor Vehicle Division
Source: Department of General Services

Attachment B

Department of Transportation Vehicle Fleet Information

**Number of State
Vehicles¹**

1,322

**Maintenance/
Upkeep²**

\$1.39 million

Buy/ Sell	No. Purchased	Purchase Cost	No. Sold/Auctioned	Sale Price
	<u>247</u>	<u>\$4.0 million</u>	<u>360</u>	<u>\$1.0 million</u>

1 Includes cars, pickups, and vans.

2 \$895,000 of the total was spent externally for maintenance services, including parts and labor. \$499,000 was spent internally for maintenance provided by DOT staff. In addition, maintenance costs for FY 2002 are larger than current costs due to recent downsizing of the fleet.

Attachment C

State of Iowa Board of Regents Vehicle Fleet Information

Acronym List

SUI	University of Iowa
ISU	Iowa State University
UNI	University of Northern Iowa
ISD	Iowa School for the Deaf
IBS	Iowa Braille and Sight Saving School

Number of State Vehicles	<u>Institution</u>	<u>Total</u>
	SUI ¹	576
	ISU	598
	UNI	192
	ISD	24
	IBS ²	37
	Total	1,427

1 Does not include departments that operate their own small fleets.

2 Includes State General Fund and Non-General Fund fleet; includes buses.

Maintenance/ Upkeep	<u>Institution¹</u>	<u>Amount</u>
	SUI	\$ 705,000
	ISU	387,970
	UNI	154,781
	ISD	9,600
	IBS ²	1,273,138
	Total	\$ 2,530,489

1 Both in-house and outsourced maintenance agreements are used at all five Regent Institutions.

2 Includes State General Fund and Non-General Fund fleet; includes buses; excludes in-house labor.

Buy/ Sell/ Trade	<u>Institution</u>	<u>Purchased</u>	<u>Sold/Auctioned</u>	<u>Traded</u>
	SUI	79	118	0
	ISU	54	64	0
	UNI	20	22	2
	ISD	2	2	0
	IBS ²	6	5	0
	Total	161	211	2

Attachment D

Department of General Services Fleet and Mail Division Fleet Operations Costs

	<u>FY 1997</u>	<u>FY 1998</u>	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>
Fuel Costs	\$3,022,451	\$2,745,324	\$2,429,665	\$2,820,561	\$3,468,411	\$1,906,309
Maintenance Costs	1,681,129	1,681,610	1,736,973	1,310,292	1,645,834	1,926,666
Accident Costs	178,007	36,943	159,761	31,865	275,081	164,391
Total Maintenance	<u>\$4,881,587</u>	<u>\$4,463,877</u>	<u>\$4,326,399</u>	<u>\$4,162,718</u>	<u>\$5,389,326</u>	<u>\$3,997,366</u>
Depreciation	\$5,061,755	\$5,262,725	\$5,488,625	\$5,948,580	\$6,676,955	\$5,298,305
Insurance	560,222	635,238	681,805	701,941	727,818	762,613
Overhead	619,308	682,721	707,025	847,973	953,106	977,672
Total Non-Maintenance	<u>\$6,241,285</u>	<u>\$6,580,684</u>	<u>\$6,877,455</u>	<u>\$7,498,494</u>	<u>\$8,357,879</u>	<u>\$7,038,590</u>
Total All Costs	<u>\$11,122,872</u>	<u>\$11,044,561</u>	<u>\$11,203,854</u>	<u>\$11,661,212</u>	<u>\$13,747,205</u>	<u>\$11,035,956</u>
Average No. of Vehicles	2,308	2,375	2,445	2,515	2,608	2,616
Total Miles Driven	44,715,865	45,781,815	46,511,551	48,747,726	49,593,795	45,280,211

Statewide Review of Fleet Management Services Progress and Status

Recommendation/Assignment of Responsibility	Analysis/Action Steps	Decision	Implementation Status	Costs/Benefits
<p>1. Add flexibility to life-cycle cost calculation (tailor LCC to individual fleets and include additional factors in the LCC formula).</p> <p>Collaborative Tier 1</p>	<ul style="list-style-type: none"> - Request analysis by Interagency Purchasing Group comprised of DOT, DGS, IPI, and all five Regent institutions. - Identify liaison to Purchasing Group regarding this issue (Ron Santi). <hr/> <ul style="list-style-type: none"> - Develop data template to identify and share information. - Group discussion/analysis based on data template. 	<ul style="list-style-type: none"> - Continue to use current LCC method while exploring other best practices. <hr/> <ul style="list-style-type: none"> - Improve State's data availability so further data-based assessment can be made of whether other factors, such as maintenance costs, should be included as factors in our LCC. - Collect data on best practices by collecting national fleet LCC information through a written survey. 	<ul style="list-style-type: none"> - COMPLETED 5/98. <hr/> <ul style="list-style-type: none"> - See Recommendation 16. - Surveyed Big 12, Big 10, AASHTO states and NASPO members; COMPLETED 9/98. 	<ul style="list-style-type: none"> - The current LCC formula, which includes resale value, projected life fuel expense, and bid price, saves the State money compared to awarding solely on bid price. For example, DGS and DOT purchased 47 compact sedans in 1999. The State saved \$150 each or \$7,050 total by applying the LCC formula in lieu of awarding only by low bid. - Ownership costs are also low as the State buys vehicles at below commercial market prices and disposes of them at just below the expected wholesale value (DMG, final report). <hr/> <ul style="list-style-type: none"> - See Recommendation 16. - Validated that State of Iowa's LCC is more comprehensive (considers more factors) than LCC of most fleet entities responding to the survey and is as comprehensive (considers as many factors) as any other responding fleet entity.

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<p>2. Explore simplifying the light-duty vehicle acquisition process (by basing vehicle specifications on base models only and requiring dealers to quote their bids for base model and options as a fixed discount from dealer invoice).</p> <p>Collaborative Tier 2</p>	<ul style="list-style-type: none"> - Request analysis by existing interagency Purchasing Group. - Identify liaison to Purchasing Group regarding this issue (Ron Santi). - Develop data template to use to identify and share information. - Group discussion/analysis based on data template. 	<ul style="list-style-type: none"> - Continue to use current vehicle acquisition process while looking for ways to improve the process. * Seek purchasing entities' input. * Seek vendors' input. 	<ul style="list-style-type: none"> - COMPLETED 5/98. - Purchasing entities' input was solicited and the interagency purchasing entities reported and identified no desirable, substantive changes; COMPLETED 9/98. - Conducted focus group at vendors' prebid conference held as part of the annual procurement of vehicles. Thirteen dealers were present; all uniformly expressed support for the current process versus changing to a base vehicle plus options method, believing the base vehicle plus options approach would raise the cost to the State; COMPLETED 9/98. 	<ul style="list-style-type: none"> - There is no additional cost to continuing this process; in fact, there will be cost avoidance: * The State will continue to receive lower pricing due to the practice of letting vehicles in "packages" that allow for volume pricing. For example, if the cost per light-duty vehicle increased by only 1% due to implementing the consultant's recommendation, the annual increased cost to the State for all fleets would be about \$133,000. * If there was an increased staff effort of only 30 minutes/vehicle associated with buying vehicles per DMG suggestion, the increased annual cost to the State would be over \$30,000 based on buying about 1,000 light duty vehicles. * Because Iowa political subdivisions frequently purchase from the State's open vehicle contracts, at the State price, any increase in price to the State would also mean they would pay more.

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<p>3. Increase DOT and UNI's replacement funding (to overcome backlog).</p> <p>Individual--UNI and DOT</p>	<p>- During FY00 budget development process, DOT consider ways to increase buying power of the Materials and Equipment Revolving Fund (RF).</p> <hr/> <p>- UNI look for internal opportunities to address the issue.</p> <p>- UNI develop proposal for additional funding for specialty equipment.</p>	<p>- Include in DOT FY00 budget request:</p> <p>* \$1.5M to increase buying power of the RF for fleet.</p> <p>* \$161,000 in operations budget to provide accompanying annual depreciation to support the ongoing capability of the RF to increase its buying power for the fleet by \$1.5M.</p> <p>- DOT adjust its materials cost recovery to one that will fully recover materials costs so as to eliminate materials "drain" on the available RF dollars for fleet replacement.</p> <hr/> <p>- UNI Physical Plant commit additional resources in FY98 and FY99 toward the replacement of light, medium, and heavy-duty equipment. Submit a proposal for matching funding to the UNI Cabinet in FY99.</p>	<p>- Included in DOT's FY00 budget request 10/98. * Not funded by Legislature 3/99. COMPLETED.</p> <p>- Not included in DOT's FY01 budget request.</p> <p>- Included in DOT's FY00 budget request 10/98. * Not funded by Legislature 3/99. COMPLETED.</p> <p>- Not included in DOT's FY01 budget request.</p> <p>- Effective 9/98. COMPLETED.</p> <hr/> <p>- COMPLETED 5/98. 18 units replaced in FY98. 11 units replaced in FY99.</p> <p>- The UNI Cabinet allocated an additional \$40,000 in FY99 and committed to increasing that amount in FY01 and thereafter.</p>	<p>- General: Benefits of timely replacement include eliminating costs associated with an aging fleet, and fall in three categories: lower maintenance costs, less backup equipment and uninterrupted utilization. Interrupted utilization adds costs to services, is inconvenient to customers, and has the potential to be life threatening if downtime occurs to snow removal or motor vehicle enforcement vehicles.</p> <hr/> <p>- N/A</p> <p>- N/A</p> <p>- No additional cost; benefits the same as above.</p> <hr/> <p>- Approximately 25% of UNI's Physical Plant's antiquated rolling stock has been replaced. UNI expects to realize significant savings in annual repair and maintenance cost as well as reduced downtime.</p>

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<p>4. Modify replacement charge-back rates (by changing future replacement cost rate structure to one based on depreciation plus a surcharge) and reduce replacement reserves where applicable.</p> <p>Individual</p>	<p>- DGS discuss the viability of this recommendation with DRF.</p> <p>- DGS - Co-mingling of user department's funds is not allowed by statute.</p> <hr/> <p>- ISU develop replacement charge back rate structure. Work with ISU Controllers Office staff to develop rate structure methodology acceptable to Federal audits.</p> <hr/> <p>- U of I to:</p> <ul style="list-style-type: none"> * Adjust predicted salvage and depreciation rates by vehicle class to accurately reflect recent experience. * Work with U of I auditors to develop a replacement charge back rate structure for vehicles leased with federal funds. <hr/> <p>- UNI compliant with car pool; work toward compliance for entire fleet.</p> <hr/> <p>- DOT - Legislative appropriations for the past four years have been less than requested, resulting in deferral of equipment replacements and aging of the fleet.</p>	<p>- Pending further review.</p> <p>- Determined not to be legal or workable in current environment. (18.120 Code of Iowa)</p> <hr/> <p>- Projected implementation FY00.</p> <hr/> <p>- Projected implementation FY00.</p> <p>- Projected implementation FY00.</p> <hr/> <p>- Accepted recommendation.</p> <hr/> <p>- Request an additional \$1.5M for FY00.</p>	<p>- DGS met with DRF. Due to DGS now being in full A-87 compliance and balances being significantly lower. DGS agreed to monitor for 12-18 months and then reconsider surcharge option.</p> <p>- DGS meet with customer agencies to agree on refined methods for funding vehicle replacement.</p> <hr/> <p>- Pending.</p> <hr/> <p>- Pending successful implementation of FMIS.</p> <hr/> <p>- COMPLETED FY99.</p> <hr/> <p>- Included in DOT's FY00 budget request 10/98. COMPLETED.</p> <p>* Not funded by legislature 3/99.</p> <p>- Not included in DOT's FY01 budget request.</p>	<p>- General: User recognition of full costs of replacement; consistent one time replacement of assets.</p> <hr/> <p>- N/A</p> <hr/> <p>- Comply with A-21 federal guidelines.</p> <hr/> <p>- Comply with A-21 federal guidelines.</p> <p>- Comply with A-21 federal guidelines.</p> <hr/> <p>- Balance reserves with needs.</p> <hr/> <p>- Lump sum appropriation (current method) avoids accumulation of funds in a reserve account allowing the funds to be used for other purposes.</p>

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<p>5. a. Do not pursue alternative replacement financing for fleet management purposes.</p> <p>b. Do not pursue sale/leaseback of the DOT fleet for fleet management purposes.</p>	<p>- No action required.</p> <hr/> <p>- No action required.</p>	<p>- No action required.</p> <hr/> <p>- No action required.</p>	<p>- COMPLETED.</p> <hr/> <p>- COMPLETED.</p>	<p>- The benefit of not doing this is that additional costs are avoided. For example, DMG has projected that for the DOT fleet alone, by not pursuing appropriation-backed, tax-exempt, lease financing, the State will avoid \$30M additional cost over 10 years.</p> <hr/> <p>- The benefit of not doing this is that additional costs are avoided. DMG projected additional cost for sale and leaseback of DOT fleet to be about \$1M/year.</p>
<p>6. Change from a mileage-based charge to a fixed monthly lease charge to recover cost of ownership. This is already being done at DOT.</p> <p>Individual</p>	<p>- Regent institutions - Determine calculations of full cost of owning and operating by individual vehicle.</p> <hr/> <p>- DGS - Perform review of recommendation in conjunction with review of all rates for services provided by DGS.</p> <hr/> <p>- DOT - No action required.</p>	<p>- Change to a rate structure that charges the customer the full cost of ownership and operations.</p> <hr/> <p>- Pending further analysis.</p> <hr/> <p>- DOT - No action required.</p>	<p>- Regent institutions - Pending successful implementation of FMIS and data collection; implementation projected by 7/01.</p> <hr/> <p>- Projected completion date 7/00.</p> <hr/> <p>- DOT - COMPLETED.</p>	<p>- General: User recognition of cost regardless of utilization.</p> <hr/> <hr/> <hr/>
<p>7. Utilize analytical methods to properly size fleets.</p> <p>Collaborative Tier 2</p>	<p>- Thorough assessment of possible analytical methods for properly sizing fleets is dependent on completion and full implementation of Recommendation 16.</p> <p>- Fleet entities continue to seek ways to better size fleets in the interim.</p> <p>- Focus attention on the daily rental pools.</p> <hr/> <p>- DGS submit a computer programming request to review and manage data on motor pool utilization.</p>	<p>- Further analyze and consider this recommendation after full implementation of Recommendation 16 has been achieved and the resultant data are available for analysis.</p> <hr/> <p>- Computer programming will allow for an analytical methodology to size fleet to meet customer requirements more efficiently.</p>	<p>- Analyze further during FY00.</p> <hr/> <p>- Complete programming by 6/00.</p>	<p>- Identify underutilized or unneeded vehicles; identify vehicle classes needing additional vehicles to meet demand.</p> <hr/> <hr/>

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<p>8. Coordinate local commercial rentals through the short-term rental pools and use them to supplement peak pool demand.</p> <p>Individual</p>	<p>- UNI's fleet manager review current practices with UNI Purchasing, Controller's office and customers.</p> <hr/> <p>- U of I review.</p> <hr/> <p>- ISU is compliant; has established contracts with a local car rental agency and nearby dealers and is tracking number of commercial rentals.</p> <hr/> <p>- DGS is compliant; has established contracts with a local car rental agency and nearby dealers and is tracking number of commercial rentals.</p> <hr/> <p>- DOT - Analyze demand, cost and viability.</p>	<p>- Maintain current practice which allows for university department choice about rental.</p> <hr/> <p>- Analyzed and determined to be cost prohibitive.</p> <hr/> <p>- ISU continue to use contracts to supplement peak motor pool demands.</p> <hr/> <p>- DGS continue to use contracts to supplement peak motor pool demands.</p> <hr/> <p>Analyzed and determined to be cost prohibitive.</p>	<p>- COMPLETED.</p> <hr/> <p>- COMPLETED.</p> <hr/> <p>- COMPLETED.</p> <hr/> <p>- COMPLETED.</p> <hr/> <p>- COMPLETED. Analysis found commercial rentals to be prohibitively expensive versus meeting peak demand needs with older, low-value "holdover" vehicles. Will monitor Monthly Vehicles Available report to continuously adjust the permanent and peak demand fleets.</p>	<p>- General: Reduced fleet cost due to fewer owned vehicles.</p> <hr/> <p>- ISU - If no outside contract available, there would be an immediate one-time cost of over \$77,000 for additional vehicles and an additional \$19,000 per year in operating expenses.</p> <p>- ISU - Customer always gets a vehicle.</p> <hr/> <p>Outside contracts for short term rentals have resulted in cost avoidance of purchase and operational costs for 8 additional vehicles.</p>

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9. Improve documentation of vehicle operation policies and procedures. Collaborative Tier 2	<ul style="list-style-type: none"> - Fleet entities compare and discuss policies and procedures. 	<ul style="list-style-type: none"> - Each fleet entity implement written policies and procedures with common expectations where reasonable. 	<ul style="list-style-type: none"> - All fleet entities have written operations policies for their fleets, based on some common elements, in place by 2/15/00. 	<ul style="list-style-type: none"> - Potential reduction in risk exposure.
10. Establish an operator training and certification program that includes a periodic check of driver records and the retraining of those involved in preventable accidents. Collaborative Tier 1	<ul style="list-style-type: none"> - Evaluate current practices for each agency and establish objectives of a training and certification program based on: <ul style="list-style-type: none"> * Role of fleet in each agency. * Unique types and uses of vehicles. * Differences in employee-driver demographics/populations. * Logistics of certification and training. * Costs. - Establish broad program criteria with specific aspects to be developed by each agency that will include: <ul style="list-style-type: none"> * Drivers licenses to be reviewed: <ul style="list-style-type: none"> - For validity, at least annually. - Prior to employment when driving is a position requirement. * Driver safety and training: <ul style="list-style-type: none"> - Initial training on special vehicles/specialized equipment. - Remedial training based on frequency and severity of accidents. 	<ul style="list-style-type: none"> - Finalize recommendations and present for consideration and implementation to each agency administration during FY00. 	<ul style="list-style-type: none"> - Pending individual agency consideration of recommendations. <p>DGS - Drivers' records are currently reviewed. Training programs to address specific accident history pending implementation of new Risk Management System in 6/00.</p>	<ul style="list-style-type: none"> - Cost/Benefit analysis will require further study.

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<p>11. Report all accidents including those involving DOT vehicles, to the Department of General Services Risk Management Program using common definition. Have DGS analyze accident data and report back to all the State Fleet operations on at least a quarterly basis.</p> <p>Collaborative Tier 1</p>	<ul style="list-style-type: none"> - Review reporting forms from various agencies. - Identify common components. - Develop new reporting forms with common data elements and definitions. 	<ul style="list-style-type: none"> - Finalize new individual fleet accident reporting forms containing common data elements. 	<ul style="list-style-type: none"> - Implement use of new reporting forms and begin submission to DGS by all fleets by 1/00. * DOT began use of new form 2/99. * DOT developed method for submitting information electronically. Submitted first electronic file on 7/9/99. 	<ul style="list-style-type: none"> - Cost: Minimal cost - only involves revision of currently used forms. - Benefits: Common data elements and definitions will facilitate statewide reporting that will allow for driver training programs targeted to specific accident types. DGS will be able to provide individual reports to each agency as well as comprehensive reports on all state vehicle use.
<p>12. Establish pre and post trip inspection procedures in accordance with federal MCS regulations for medium and heavy duty vehicles.</p> <p>Collaborative Tier 2</p>	<ul style="list-style-type: none"> - Review requirements of federal MCS regulations and determine appropriate action steps based on that review. 	<ul style="list-style-type: none"> - Determined not to be required for public entities. - Continue with current version of inspection. 	<ul style="list-style-type: none"> - COMPLETED. * DOT vehicles, which would be covered by MCS requirements, receive annual safety inspections which include items in the MCS safety checklist. 	<ul style="list-style-type: none"> - No value added by changing.
<p>13. Adopt a common operating charge-back rate structure and methodology for determining operating rates based on use of full cost, service-based rates.</p> <p>Collaborative Tier 2</p>	<ul style="list-style-type: none"> - Fleet entities: <ul style="list-style-type: none"> * Review the current methodologies used by each. * Identify other potential methodologies. * Determine the pros and cons and applicability of each methodology. * Decide what methodology(ies) to employ. 	<ul style="list-style-type: none"> - A single methodology will not work for the five fleet entities given their different missions, and the financial and organizational differences among them. - Each fleet entity, to the extent possible, adopt a methodology that will result in rates being as fully burdened as possible. - All fleet entities agree on elements of the methodologies that can be common across the five fleets. 	<ul style="list-style-type: none"> - Fleet entities currently upgrading or implementing FMIS (see Recommendation 16) to obtain data needed to do better analysis. - Complete full analysis as soon as FMIS systems have been fully operational for 12 months. 	

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<p>14. Charge motor pool users a flat rate per hour or day to recover fixed costs of providing and maintaining vehicles plus a separate charge for fuel consumption.</p> <p>Individual</p>	<p>- Fleet entities:</p> <ul style="list-style-type: none"> * Review the current methodologies used by each. * Identify other potential methodologies. * Determine the pros and cons and applicability of each methodology. * Decide what methodology(ies) to employ. <hr/> <p>- DOT - Analyze pros and cons of various rate methods.</p> <hr/> <p>- DGS - Review recommendation in conjunction with review of all rates for services provided by DGS.</p> <hr/> <p>- Regent institutions - Review vehicle demand and utilization at each institution.</p>	<hr/> <p>- Based on results of analysis, DOT implement appropriate rate structure.</p> <hr/> <p>- Analyzed and rejected recommendation.</p> <hr/> <p>- Based on results of analysis, Regent institutions implement appropriate rate structure.</p>	<hr/> <p>- Target for decision is 7/00.</p> <hr/> <p>- Rejected recommendation based on customer preference for flat cents per mile in order to make simple cost comparisons for budget purposes. COMPLETED.</p> <hr/> <p>- Target for decision is 7/00.</p>	<p>- General: Recognition of cost of short term vehicle use, timely return of rental vehicles, "right size" the fleet.</p> <hr/> <hr/> <hr/>

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<p>15. Each fleet organization develop a procedure to review personal vehicle reimbursement to determine the most cost-effective way to meet employees' business transportation requirements.</p> <p>Individual</p>	<p>- Regent institutions - Following implementation of new rates per Recommendation 14 and installation of an FMIS per Recommendation 16, provide information to using departments comparing the cost of personal mileage reimbursement vs. motor pool charges.</p> <hr/> <p>- DOT - Compliant. The DOT issued its first internal management report in February 1996 showing personal vehicle usage and distributed it to division directors for their consideration.</p> <hr/> <p>- DGS - Currently has in place a review mechanism to limit personal vehicle reimbursement.</p>	<p>- Pending.</p> <hr/> <p>- DOT reissue the internal report for FY98 comparing current usage to the 1996 data for management consideration.</p> <hr/> <p>- DGS - No action required.</p>	<p>- Determined this is a user department responsibility, but fleet management is developing system that provides more detailed information for departmental decision-making.</p> <hr/> <p>- DOT internal report issued 2/99 and will be issued annually thereafter. COMPLETED.</p> <hr/> <p>- DGS - NO ACTION REQUIRED.</p>	<p>- DOT - Costs: Minor administrative cost to produce and distribute data.</p> <p>- DOT - Benefits: Budget administrator oversight is expected to result in the most economic mix of use of state vehicles and private vehicles.</p> <hr/> <p>- DGS - Recognition of cost of personal vehicle reimbursement in relation to overall State transportation costs.</p>

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<p>16. With the possible exception of DOT, purchase a Fleet Management Information System (FMIS) to be used by all state fleet operations.</p> <p>Collaborative Tier 1</p>	<p>- Universities proceed to jointly buy off-the-shelf software.</p> <p>* Issue RFP 3/31/98</p> <p>* Proposals Due 4/30/98</p> <p>* Vendor Selection 5/30/98</p> <hr/> <p>- DGS - Secure funding for FMIS by 12/98.</p> <hr/> <p>- DOT - Compliant (see Recommendation 17).</p>	<p>- Vendor Selected 6/98</p> <hr/> <p>- Award contract for both purchase and installation by 6/99.</p>	<p>- Regent universities complete installation in FY00.</p> <hr/> <p>- DGS complete installation in FY00.</p>	<p>- General: Provides better data to allow enhanced fleet performance analysis including benchmarking.</p> <hr/> <p>- Regent institutions - Cost for new FMIS \$128,075.</p> <p>- Regent institutions experienced cost savings of \$13,000 by combining procurement.</p> <hr/> <p>- Estimated annual savings to be \$146,000 after fourth year of implementation.</p>
<p>17. DOT evaluate commercial FMIS package versus in-house development.</p> <p>Collaborative Tier 2</p>	<p>- DOT participate in development and provide input for RFP (see Recommendation 16).</p>	<p>- DOT considered consistency with the commercial package as it proceeded with improvements to its own FMIS.</p>	<p>- DOT study committee recommended in-house development 2/99. Evaluation COMPLETED.</p> <p>- DOT programmed six staff months of automation support time during FY00 for making system enhancements.</p>	
<p>18. Improve training of fleet management personnel in collection, maintenance, analysis and use of fleet information and data.</p> <p>Collaborative Tier 2</p>	<p>- Training should be included as part of FMIS acquisition or development. (See Recommendation 16)</p>	<p>- Provide training as part of FMIS acquisition or development. (See Recommendation 16)</p>	<p>- See Recommendation 16.</p>	<p>- Cost effective management due to data-based decision making.</p>
<p>19. Outsource the administration of vendor maintenance and repair service for DGS light-duty vehicles, and make contract available to DOT and universities.</p> <p>Collaborative Tier 1</p>	<p>- DGS consider comprehensive options including outsourcing maintenance, repair and FMIS.</p> <p>* Develop scope/timing by 4/99.</p>	<p>- DGS assign staff to integrate private and public sector agreements for the maintenance of state vehicles.</p>	<p>- DGS - Complete bidding for private sector agreements and negotiation of agreements between State of Iowa and city and county governments during FY00.</p>	<p>- Benefits include partnering with city and county governments to more efficiently utilize government resources; savings to be determined.</p>

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<p>20. Establish a statewide automated fuel network.</p> <p>Collaborative Tier 1</p>	<p>- Regent institutions - Currently have a statewide automated fuel network with Voyager.</p> <p>- DOT/DGS analyze and acquire an automated fuel card system.</p>	<p>- Regent institutions continue contract with Voyager.</p> <p>- DOT/DGS solicited proposals and selected Wright Express.</p>	<p>- UNI, ISU and U of I fully implemented fuel card system. COMPLETED.</p> <p>- DOT implemented for gasoline and minor repairs 2/99. COMPLETED.</p> <p>- DGS implemented for gasoline and minor repairs 10/1/99. COMPLETED.</p>	<p>Administrative Benefits:</p> <ul style="list-style-type: none"> * Regent institutions estimate savings of 1/4 FTE each (\$10,000) of administrative staff time. * DOT estimates saving \$66,000 of administrative costs per year. <p>Card User Benefits:</p> <ul style="list-style-type: none"> * Increased commercial fueling locations. * Faster card processing. For example, DGS and DOT will have a combined 276,000 transactions/year using the fuel card. Card users will save an estimated two minutes/transaction. This equates to a savings of \$177,000 per year.
<p>21. Pursue additional functional consolidation as noted in this report.</p> <p>No separate action required. Will be accomplished through other recommendations.</p>	<p>- Recommendation accepted. Included in previous individual recommendations.</p>	<p>- No separate action required.</p>	<p>- See above recommendations.</p>	<p>- See above recommendations.</p>
<p>22. Continue efforts to effectively mix outsourcing with internal service provision in lieu of wholesale outsourcing.</p> <p>No action required.</p>	<p>- Recommendation accepted.</p>	<p>- No separate action required.</p>	<p>- Continue to mix outsourcing with internal service provision in lieu of wholesale outsourcing. NO FURTHER ACTION WARRANTED.</p> <p>- Continue to work toward governmental partnering efforts. NO FURTHER ACTION WARRANTED.</p>	<p>- Permits each fleet to focus on the services it can more efficiently and effectively provide internally.</p> <p>- Minimizes cost and maximizes efficiency.</p>

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STATE FLEET BY COUNTY LOCATION

Attachment F

COUNTY #	COUNTY	# ASSIGNED VEHICLES
1	Adair	5
2	Adams	2
3	Allamakee	16
4	Appanoose	19
5	Audubon	4
6	Benton	8
7	Black Hawk	49
8	Boone	100
9	Bremer	16
10	Buchanan	31
11	Buena Vista	17
12	Butler	10
13	Calhoun	21
14	Carroll	10
15	Cass	24
16	Cedar	13
17	Cerro Gordo	55
18	Cherokee	28
19	Chickasaw	9
20	Clarke	17
21	Clay	18
22	Clayton	19
23	Clinton	9
24	Crawford	9
25	Dallas	28
26	Davis	6
27	Decatur	5
28	Delaware	30
29	Des Moines	17
30	Dickinson	33
31	Dubuque	38
32	Emmet	10
33	Fayette	15
34	Floyd	7
35	Franklin	9
36	Fremont	6

STATE FLEET BY COUNTY LOCATION

Attachment F

COUNTY #	COUNTY	# ASSIGNED VEHICLES
37	Greene	2
38	Grundy	3
39	Guthrie	11
40	Hamilton	10
41	Hancock	4
42	Hardin	28
43	Harrison	13
44	Henry	48
45	Howard	1
46	Humboldt	3
47	Ida	6
48	Iowa	6
49	Jackson	21
50	Jasper	44
51	Jefferson	8
52	Johnson	66
53	Jones	41
54	Keokuk	2
55	Kossuth	6
56	Lee	44
57	Linn	65
58	Louisa	10
59	Lucas	29
60	Lyon	8
61	Madison	9
62	Mahaska	10
63	Marion	15
64	Marshall	35
65	Mills	67
66	Mitchell	5
67	Monona	7
68	Monroe	8
69	Montgomery	0
70	Muscatine	15
71	O'Brien	5
72	Osceola	2

STATE FLEET BY COUNTY LOCATION

Attachment F

COUNTY #	COUNTY	# ASSIGNED VEHICLES
73	Page	33
74	Palo Alto	7
75	Plymouth	7
76	Pocahontas	4
77	Polk	776
78	Pottawattamie	59
79	Poweshiek	6
80	Ringgold	9
81	Sac	17
82	Scott	40
83	Shelby	7
84	Sioux	6
85	Story	40
86	Tama	17
87	Taylor	9
88	Union	10
89	Van Buren	10
90	Wapello	22
91	Warren	35
92	Washington	30
93	Wayne	3
94	Webster	39
95	Winnebago	6
96	Winneshiek	15
97	Woodbury	39
98	Worth	5
99	Wright	2